

AIR COMMAND AND STAFF COLLEGE

VISITOR'S BROCHURE

Presented To

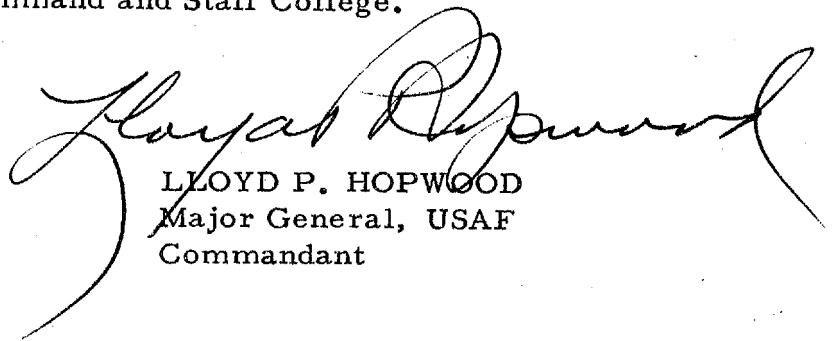
Air University
Maxwell Air Force Base, Alabama

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HEADQUARTERS
AIR COMMAND AND STAFF COLLEGE
MAXWELL AIR FORCE BASE, ALABAMA

TO OUR DISTINGUISHED VISITORS:

It is a pleasure to welcome you to the Air Command and Staff College, and I hope your visit will be an enjoyable and profitable one. This brochure outlines briefly our history, mission, philosophy, organization, facilities, and a resume of our schools and courses. It has been prepared for your use so that you may better understand the functions and purposes of the Air Command and Staff College.



LLOYD P. HOPWOOD
Major General, USAF
Commandant

THE MISSION AND PHILOSOPHY OF THE AIR COMMAND AND STAFF COLLEGE

The mission of the Air Command and Staff College is to serve as an Air Force educational and doctrinal center in the field of command and staff organizations, procedure, and techniques.

The philosophy of instruction in the ACSC is founded on the premise that effective command action results from teamwork produced by a commander and his staff. Accordingly we build our curriculum around problems and situations likely to confront commanders and their staffs at all echelons of command.

We recognize that such problems and situations vary with the level of command, and that the higher the echelon, the greater will be the complexity, scope, and significance of the problems and resulting decisions. Therefore, we offer courses in the command and staff area at two principal levels of complexity. Our lieutenants and captains are prepared for command and staff assignments on the squadron and group level; our majors and lieutenant colonels, on the wing and air force level.

The problems studied at both levels do not have "school" solutions. Rather, the basic principles are presented as hypotheses, and the students are urged to subject them to careful scrutiny. A critical attitude and an inquiring mind are encouraged. Seminar and small group discussions help to foster the free exchange of ideas among the students.

We do not assume that the present state of our knowledge concerning any phase of warfare is final or absolute. Accordingly, the course content of the Air Command and Staff College is derived from a continuous study of Air Force needs, present and anticipated.

AIR COMMAND AND STAFF COLLEGE
Maxwell Air Force Base, Alabama

Historical Review

Since the Air University was established in December 1945, its courses in the command and staff area have undergone a number of major changes. These changes, which have been most marked in the introductory and intermediate levels of general command and staff schooling, have shaped the history of the Air Command and Staff College.

Changes were largely the result of two events. One was the establishment of the Air Force in July 1947 as a service coequal with the Army and the Navy. The other was the deterioration of the international situation due to the Communist threat, culminating first in the Berlin airlift (1948-1949) and second, in the Korean situation (1950-1953). Revisions in the officer educational program made necessary by these events were recognized, however, as temporary compromises. The long-range objectives of the program, originally conceived by the Army Gerow Board, continued to serve as a basis for officer education in the Air Force.

According to the Gerow Board concept, which was later confirmed by the Air Force Fairchild Board, these long-range objectives call for three levels of general command and staff schooling: (1) the introductory, or air tactical, level for officers with 5 years of service, primarily lieutenants and captains; (2) the intermediate, or command and staff, level for officers with 10 years of service, primarily majors and lieutenant colonels; and (3) the advanced, or air war, level for officers with 15 years of service, senior colonels. The purpose of having these three levels of courses is to provide progressive leadership-type schooling to the best Air Force officers.

The Air Command and Staff College, originally known as the Air Command and Staff School, was established in mid-1946 at Maxwell Air Force Base as the intermediate school of the three levels. It offered only one course of instruction at that time: a 9-month regular course. A year later a 15-week associate course was added to summarize instruction for Reserve and National Guard officers called to active duty to attend the short course. That same

year the Air Force became an independent service. In addition, international tension leading to the Berlin airlift mounted. Both circumstances, but primarily the latter, resulted in a build-up in force. The build-up, in turn, required that the school give instruction to more students and cut down the time required to take its courses. Beginning in July 1948, therefore, the regular course was cut almost in half (to 22 weeks), and the quota for each class was doubled.

The introductory level command and staff school, known as the Air Tactical School, was also established in 1946, but it was then independent of the Air Command and Staff School. It was located at Tyndall Air Force Base, Florida. There were three classes a year, each lasting 15 weeks. Immediately after the Korean situation developed, this school was closed, and the Tyndall facility was turned over to the Air Training Command for training pilots for jet aircraft. A small cadre from the school was moved to Maxwell and placed under the jurisdiction of the Air Command and Staff School to be held in readiness until classes could be resumed.

Besides the three levels of command and staff schooling, a Special Staff School was organized in 1946 at Craig Air Force Base, Alabama, and placed under the newly activated Air University. The original concept for Air Force officer education recognized that additional requirements would arise from time to time for more highly specialized courses. To meet these requirements, the Special Staff School offered courses in such areas as communications-electronics, management, inspection, military law, logistics, comptrollership, intelligence, and academic instructor training. As in the case of the Air Tactical School, the Korean conflict caused a change in plans. The Special Staff School was closed, and its courses were moved to Maxwell and placed under the Air Command and Staff School. Craig, like Tyndall, was turned over to the Air Training Command for use in training jet pilots.

Thus, the Air Command and Staff School, originally established to operate one principal course, absorbed the Air Tactical School and the courses of Special Staff School to become a multiple-course institution. Changing events contributed further to its metamorphosis.

Academic Instructor Course

The Academic Instructor Course is a six-week course given seven times each year. Each class has 180 students, consisting of Air Force personnel of all grades from staff sergeant through colonel and Department of the Air Force civilians in the grade of GS-7 or higher.

The mission is to increase the effectiveness of selected instructors of the Air Force.

The objectives are:

1. To cultivate those attitudes appropriate for the Air Force instructor.
2. To increase his understanding of the basic principles of learning.
3. To increase his ability to plan instruction.
4. To improve his ability to use sound teaching methods.
5. To increase his ability to communicate effectively.
6. To improve his ability to evaluate the achievement of specific objectives.

The students come from instructor positions throughout the United States and usually return to those same assignments.

Air Weapons Course

The Air Weapons Course is conducted three times each year. The course requires seven weeks to complete, and each class consists of 40 students.

The mission is to provide selected command and staff officers with a general knowledge of Air Force weapons and delivery systems, and an ability to plan for weapons employment by scientific selection of weapon systems.

The objectives of the course are to provide an understanding of the following:

1. Physical characteristics and functioning of Air Force weapons.
2. Effects produced by these weapons.
3. Modification of effects produced by the environment.
4. Principles involved in determining the coverage of effects.
5. Vulnerability of targets.
6. Characteristics and capabilities of modern means of delivery.
7. Fundamentals of probability as applied to planning for weapons employment.
8. Determination of fuze settings.
9. Application of theory to the solution of realistic problems.
10. The factors related to weapons employment, such as logistics, target intelligence, and psychological aspects of warfare.

The students come from Air Force assignments throughout the United States and return to those assignments upon completion of the course.

Refresher for Air Weapons Course

This two-week course is conducted as required. Fifty students attend each class.

The mission is to bring graduates of the Air Weapons Course up to date on techniques for planning weapons employment when they do not get experience in this kind of planning on their job.

Weapons Employment Planning Indoctrination Course

This course is conducted twice each year for a two-week period. There are 50 students in each class.

The mission is to provide senior Air Force commanders and staff officers with an indoctrination in the tools, techniques, and procedures for planning weapons employment.

Weapons Orientation Course

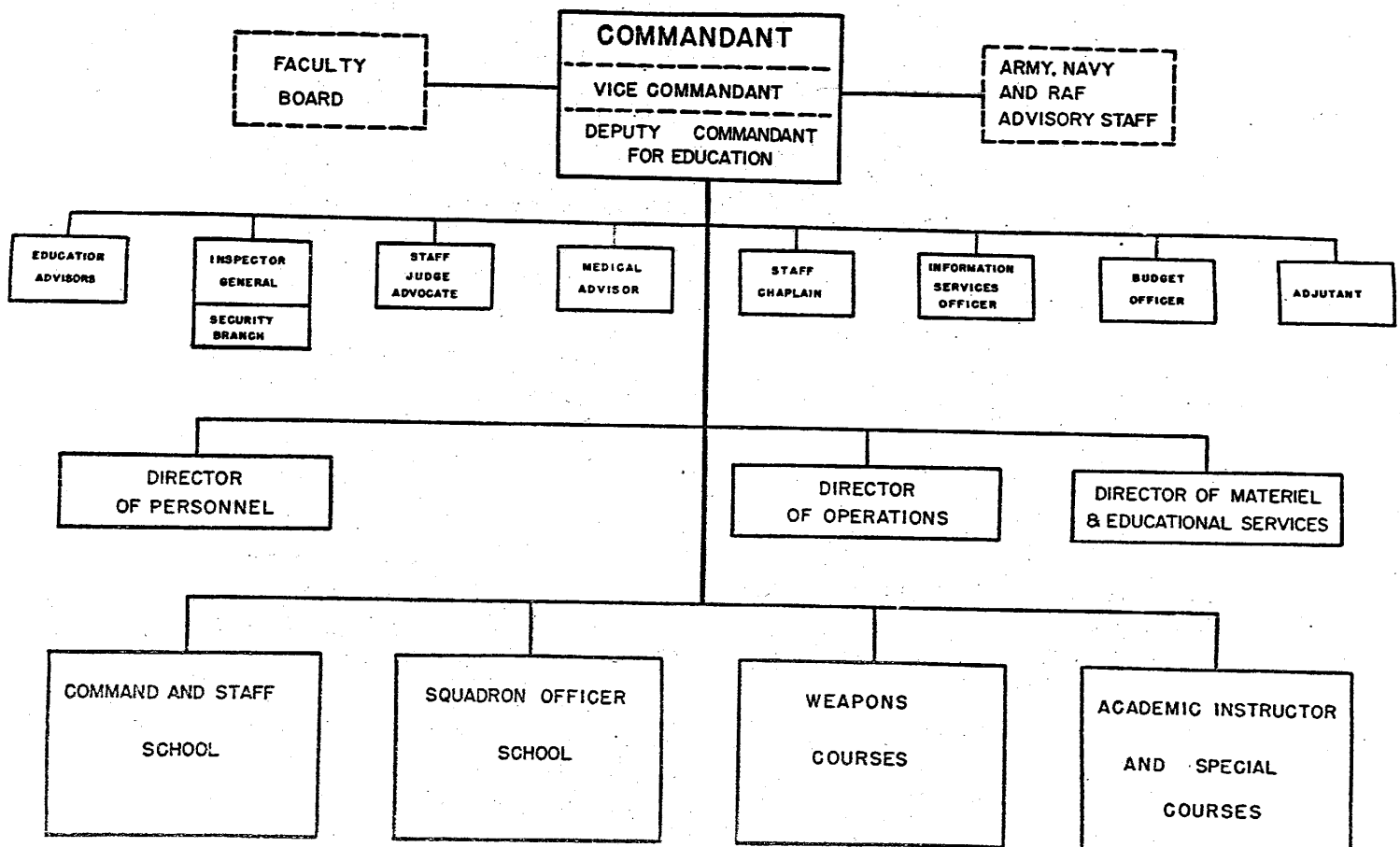
The Weapons Orientation Course is a five-day course conducted thirty times each year with 95 senior officers in each class. The mission is to acquaint command and staff officers with the general characteristics of Air Force weapons and the problems associated with their employment.

The objectives are:

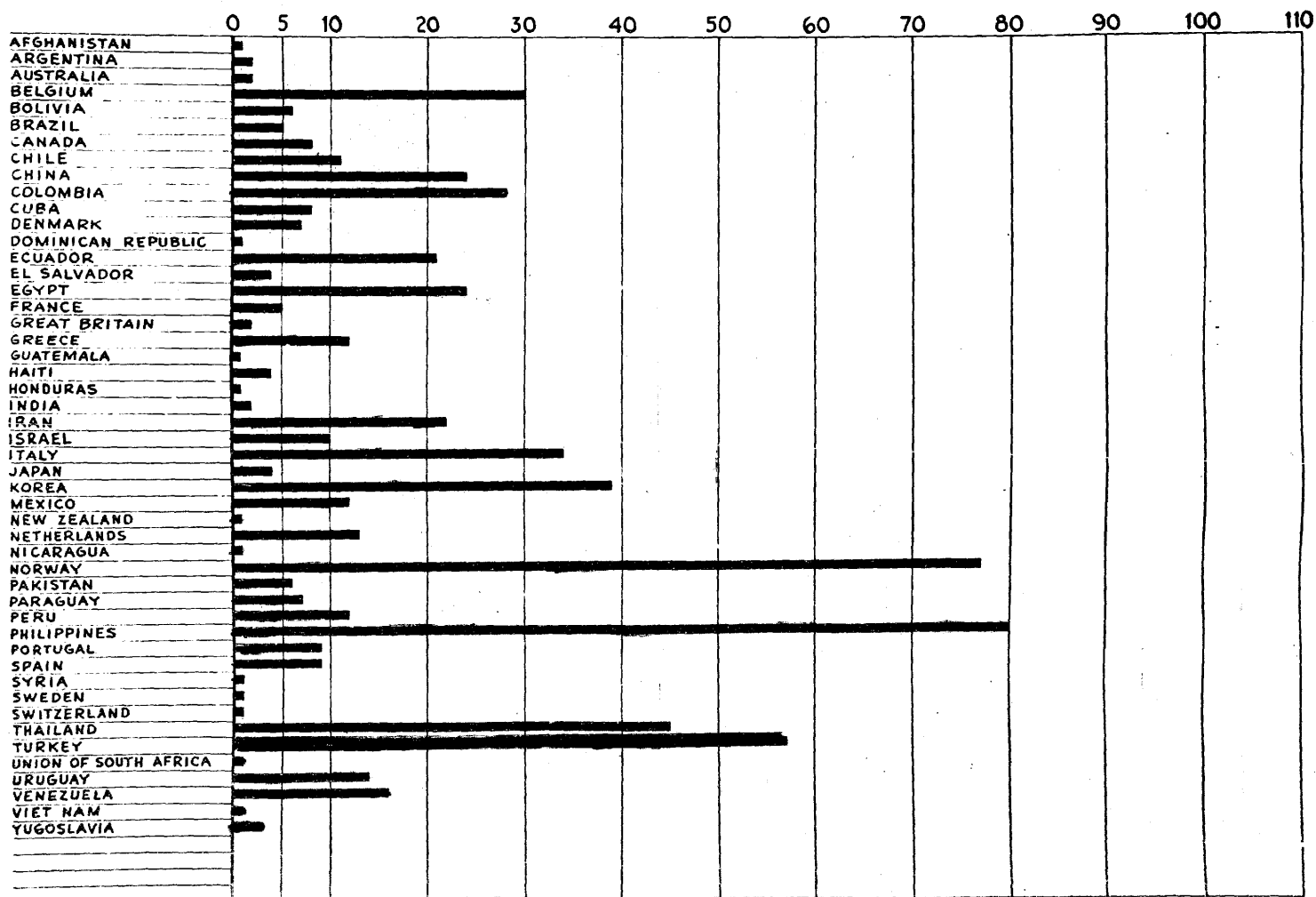
1. To increase the students' understanding of the Air Force organization as it relates to the Department of Defense and other departments of the Government in the use of conventional and unconventional air weapons in warfare.
2. To increase the students' understanding of special security requirements in handling information on atomic energy and other conventional and unconventional air weapons.
3. To acquaint students with the complete spectrum of atomic, chemical, biological, and conventional weapons suitable for Air Force application, and with their trends, capabilities, and limitations.
4. To increase student knowledge of fundamental aspects of atomic energy, chemistry, and biology in order to give them a better understanding of atomic, chemical, and biological weapons.
5. To acquaint students with the vehicles and techniques for the delivery of weapons by the Army, Navy, Air Defense Command, Strategic Air Command, and theater air forces.
6. To increase understanding of the following factors essential to the effective employment of Air Force weapons: types of targets, selection of the proper weapon for a given objective target or target system, proper fuzing of weapons, and policy and doctrine on the employment of air weapons.

The students come from Air Force assignments throughout the United States and return to those assignments upon completion of the course.

ORGANIZATION OF THE AIR COMMAND AND STAFF COLLEGE



ALLIED OFFICER GRADUATES OF AC & SC



ALLIED OFFICERS IN THE AIR COMMAND AND STAFF COLLEGE

More than 650 students from forty-nine countries have attended schools of the Air Command and Staff College. Average enrollment is approximately eighty allied students a year. These students attend the Command and Staff School, the Squadron Officer School, and the Academic Instructor Course. These schools are described in detail elsewhere in this brochure.

As indicated on the opposite page, the bulk of the students come from the North Atlantic Treaty countries, the South American republics, the Republic of Korea, and the Philippines.

The number of allied officer graduates does not appear particularly significant in relation to the vast number of Air Force graduates. However, the positions that these students hold in their respective air forces is of particular interest. To date, for example, several graduates of the Air Command and Staff College are Chiefs of Staff in their air forces, more than a score represent their air forces as air attaches in Washington, and dozens of graduates hold key staff positions in their home countries and at the United Nations.

Having such distinguished representatives of allied nations participate in the Air Force educational program provides an invaluable means for cultivating mutual understanding and friendship. The allied students have an opportunity to develop an appreciation of the Air Force, the United States, and the American way of life. Also, Air Force students have a unique opportunity to reciprocate. This is particularly significant in view of the world-wide commitments of the United States. In carrying out these commitments, joint operations between the United States Air Force and allied air forces have become commonplace.

To help the allied officer while he is a student at the Air Command and Staff College, the Commandant has established the office of the Allied Officer Division. This office gives the allied officer educational advice, provides administrative services and monitors other services, takes care of welfare problems, and conducts social functions for the allied officers.

ACSC

SCHEDULE OF CLASSES

JULY 56 - JUNE 57

COURSE	FREQUENCY DURATION QUOTA	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
COMMAND & STAFF SCHOOL	1 9½ MONTHS 902			4 REGULAR			14	7					14 COURSE 57
ALLIED OFFICER PRERATORY COURSE	3 6 WEEKS 60		23 -B 31			5 C 14				11 A 19			
SQUADRON OFFICER SCHOOL	3 14 WEEKS 632	B 27		10 C 14				7 A 12			22 B		
ACADEMIC INSTRUCTOR COURSE	7 6 WEEKS 180	D 13	23 E 31	10 F 19	29 G 7			7 A 15	25 B 5	15 C 24		3 D	
AIR WEAPONS COURSE	3 7 WEEKS 40				1 C 16			14 A 1		25 E 10			
WEAPONS ORIENTATION COURSE	30 1 WEEK 95												
REFRESHER FOR AIR WEAPONS COURSE	1 2 WEEKS 40	A 9 20											
WEAPONS EMPLOYMENT PLANNING INDOCTRINATION COURSE	5 2 WEEKS 50		C 30 10				D 3 14			A 11 22			B C 3 14 17 28
MISCELLANEOUS COURSES		7 21	USMA AIR INDOCTRINATION COURSE					CSS ORIENTATION COURSE					17 25
			SOS ORIENTATION COURSE					USAF ACADEMY AU INDOCTRINATION COURSE					16 29

Facilities of the Air Command and Staff College

The new site of the Air Command and Staff College consists of four academic buildings, a headquarters building, and five three-story barracks. Five additional three-story barracks and a dining hall now under construction will be completed early in 1957. Located in the center of the area but not a part of the College, the new Air University Library is scheduled for completion in the fall of 1956. The academic buildings and library are heated and air-conditioned by a central plant. Each academic building is equipped with a modern public address system which is controlled from a central control room in each building.

The Command and Staff School, located in Building 1403, has a total space of 48,837 square feet. The building contains an auditorium with a seating capacity of 1200, 68 seminar rooms, a mail room, a coffee shop, and sufficient office space for approximately one hundred members of the administrative and instructional staff. The auditorium is equipped with a high-fidelity sound system, including parabolic microphones which can relay to the platform any question asked from the floor. The recording and projection equipment is located in, and can be controlled from, the projection booth at the rear of the auditorium.

The Squadron Officer School, located in Building 1402, occupies 28,932 square feet of space. School facilities include an auditorium with a seating capacity of 600, 40 seminar rooms, a mail room, a coffee bar, a branch of the Base Exchange, a branch of the Air University Book Store, and a chapel. The sound equipment in the auditorium is similar to that in Building 1403. The administrative and instructional staff utilizes space in Building 1401.

The Academic Instructor Course occupies part of Building 1401. The Course facilities consist of a classroom with a seating capacity of 200, seminar rooms, and space for approximately thirty members of the administrative and instructional staff. The classroom is equipped with sound and recording equipment which is controlled from the rear of the room. Power-operated panels on the stage are controlled from the lectern.

The Weapons Courses are conducted in Building 1404. This area consists of three classrooms, each with a seating capacity of 200,

sufficient office space for members of the administrative and instructional staff. The classrooms are equipped with sound and recording equipment controlled from the rear of the room. Power-operated panels on each classroom stage are controlled from the lectern. One room has a small projection booth for showing 16-mm. training films.

Several miscellaneous facilities are also located in Building 1401. A Language Laboratory is used primarily by the Allied officers to increase their ability to speak and understand American English. A Reading Laboratory is available to all students who are interested in increasing their reading speed and comprehension. A Conference Laboratory is used for instruction in conference techniques. Space has been reserved for the installation of a complete dental clinic that will be available to the faculty and students.

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*Air Command and Staff College Campus
(From top, clockwise)*

- | | |
|---------------------------|------------------------------------|
| 1. Command & Staff School | 4. Special Courses |
| 2. Weapons Courses | 5. Squadron Officer School |
| 3. Headquarters | 6. (center) Air University Library |

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*A historical marker near Base Operations,
Maxwell Air Force Base, Alabama*



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The Academic Instructor Course Auditorium

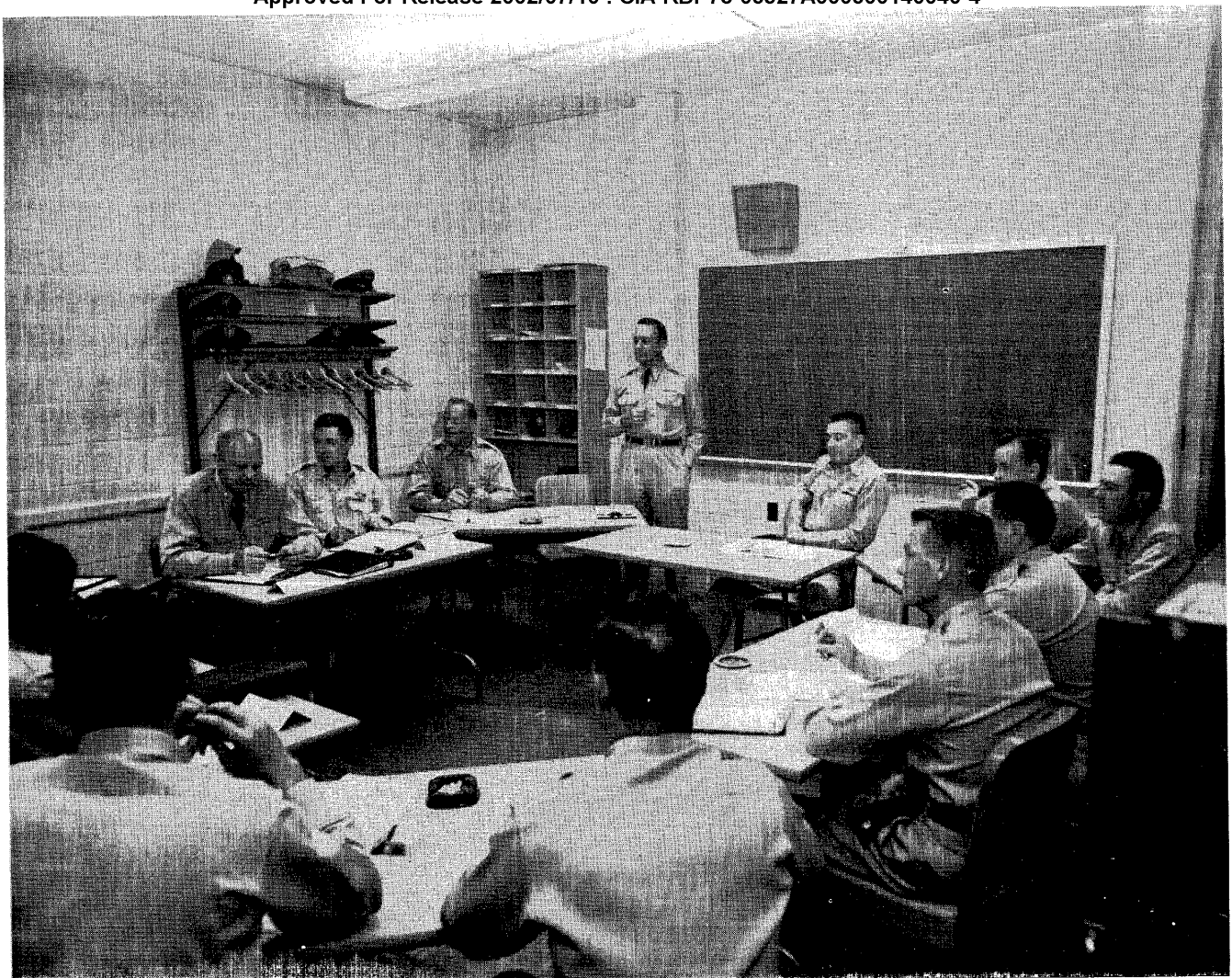
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A student seminar of the Command & Staff School

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*The Squadron Officer School Auditorium
Seating Capacity 683*

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*The Command & Staff School Auditorium
Seating Capacity 1231*

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